

November 28, 1958

Dear Leonard:

I was glad to have your letter of the 26th, though I'm not sure I can cope with all of it. We share the dilemma of time, and I would hope that you could keep the question of your acceptance of the NIH job open long enough so that we can explore the details of a Stanford appointment more effectively than is now possible. Could you not fairly tell whomever you are dealing with the simple fact that you are considering another appointment-- I know that a delay of another 10 weeks would hardly deter me in dealing with someone I was deeply interested in. If there is any risk in this, I would have to encourage an act of faith on your part -- we have exactly the same objectives, to set you up at Stanford to pursue your program in the most effective way possible -- with regard to the resources becoming available to do it.

You should ~~pk~~ be pleased with the prospects for the NIH job-- operationally, I hope you would apply the same ~~ambition~~ and energy to execute the same responsibilities in what you already conceded to be a more favorable context at Stanford. In practice, as you know, the bulk of your expenses at any academic institution would be met from research grants (though already Stanford is beginning to accumulate endowment for Genetics). I think you should have no trepidations about the prospects of meeting your needs in just the same way from such grants, as from your own unlimited budget at NIH (what's money well spent out of one pocket would certainly be from another-- and what's more it's there to be had.) The School can furnish an additional function, of sharing and underwriting your risks, so as to alleviate any residuum of doubt you might have. Have you thought enough about your prospective 'unlimited budget' to give us some idea what you would actually need by way of equipment and expenses? (I might add that we've been invited to submit a block request for genetics in such form that we can hardly be uneasy about such costs-- you could help us make a realistic estimate of how much we need.) Assume you have bare walls (close to the facts!); just how much do you need, and what of? You asked what we've planned, but your needs are the only pertinent item. Keep in mind that we are planning to rely on Biochemistry very extensively except for quite routine operations (so don't bother putting down six Spincos unless you mean to keep them occupied.) There are about 6000 ft² being vacated by Pharmacology: I would ~~x~~ use your estimates of needs to bid for ~~xxx~~ whatever part (or all) of this Genetics needs; I'm afraid your operations are too ~~ambitious~~ to fit in the space immediately available in the new medical center, but the prospects of another wing in which we could centralize in 1962 or 63 are more than an idle dream (but not material yet either). You will probably have to organize your own kitchen and prep room; there is some possibility of another tissue culture program adjacent in Furth's hands, which could give some economy, but plan on your own. I anticipate that our other mammalian geneticist would share the total footage there should still be more than enough, and reasonable economy in equipment may be more to the point. ~~XXM~~

From my own experience, I should think you'd be far better off without a centralized kitchen so that your material would be handled just as you want it to be.

Item 3: My god, 10 hours a year, just that. (not semester hours). Emphasize this is the most I would feel I could insist on as an obligation for our medical-undergraduate responsibilities. You take your time about setting up your course(s). This is to be sure ~~amuch~~ more favorable situation than most of the other departments have, and part of what I mean by stressing the research-institute aspect of our set up. ~~§~~ Your impact on Stanford will, in the long run, depend equally on your own research program, your graduate students, your cooperation with other investigators, and your own teaching services. If you are proving yourself in the first three respects, I think a reasonable standard for the fourth would be a semester course each year, say about 50-55 hours (total) each year including your graduate offering; at least this is the standard I am setting for myself.

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Item 4: precise salary is just what I am least prepared to discuss concretely just at the instant. I had in mind \$8,000 (off the cuff) but can't ~~take~~ this too seriously until I've been better ~~briefed~~ on the ranges. In view of your family responsibilities you probably won't come for less. Anyhow; I will see if I can do any better, as I had intended anyhow. I would have preferred determining and making our maximum offer first and once and for all. If you can read a figure without making it a promise I'm in no position to offer, I would hope you would qualify for an assistant professorship at 10,000 in two, perhaps three years. This may answer your question 6 also. It should be pretty plain to both of us in about a year whether you and Stanford are made for one another.

We could wait until September 1959 (and would prefer to). If we work at it, we might have things ready by then too, but January 1960 may be more realistic in view of the complexity and scope of your material requirements.

I hope all this is tangible and interesting enough to you to help keep the question open. I'm afraid ~~there~~ there's no possibility of meeting you earlier than mid-February, and ~~either~~ there would be little point in it as I couldn't answer you any more decisively before then. I have no time to stop over; will be gone from December 6-18. If you have any hot news, write me c/o George Klein (Inst. Tumor Biology, Karolinska Institute, Stockholm) with copy to Madison.

It's plain enough you're interested, as I hoped you would be; if you are still free by then to discuss it, please consider flying out to Stanford at our expense for a visit ~~in~~ February 9-12 or 16-19. (I suggest these dates for a substantial saving on excursion fares; if ~~there~~ they are inconvenient, propose your own in the interval.)

Meanwhile, you might simplify my own task if you can furnish copies of any material you may have written up (reports etc.) dealing with your current experimental work.

^{want}
If you are attending the Pasadena virus meeting (?about Jan. 31, and ~~want~~ to combine this trip, we might manage, but I will be tied up with another conference in Berkeley February 2-3-4. I would very much prefer, barring extremity, having a week after that to get my bearings, and make your visit reasonably constructive.

Yours sincerely,

Joshua Lederberg

You'll have to excuse the typography as you need not be told, my secretary's abandoned me.